
International Affairs Career Field (IACF) Communication Plan

***Deputy Under Secretary of the
Air Force, International Affairs***



February 2006

Executive Summary

This document outlines the International Affairs Career Field (IACF) Communication Plan. The Deputy Under Secretary of the Air Force, International Affairs (SAF/IA) is establishing the IACF to support the Air Force Total Force Development construct and provide the International Affairs (IA) civilian workforce with deliberate training, education, and experiential opportunities to meet future mission requirements.

Effective communication is key to ensuring that all stakeholders understand IACF and its purpose as well as their IACF-related roles and responsibilities. As it is implemented, IACF will effect IA senior leadership, supervisors, mentors, and personnel by changing the way positions are managed and affording new opportunities for individual career development.

This plan details the approach for communicating IACF program information to the IA workforce. The focus is on delivering the right message, to the right audience, using the right method, at the right time. The plan includes an effective mix of SAF/IA communication, internet-mediated communication, print materials, videos, and in-person presentations to communicate the appropriate message to the target audience.

Purpose

The purpose of this Communication Plan is to support IACF implementation by providing timely and accurate information to identified audiences. The plan incorporates the following items:

- Who to communicate with (target audiences)
- What to communicate (key messages, talking points, frequently asked questions)
- How to communicate (strategy, tactics, methods)

*Communicating the right
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Situation

In November 2002, the Secretary of the Air Force and the Chief of Staff of the Air Force announced the Total Force Development construct that provides a new vision for the way we train, educate, and assign our Airmen (military and civilian personnel). The subsequent Civilian Force Development sight picture (May 2003) further defined this vision as it applies to the civilian force. Civilian Force Development flows from the same principles that govern programs for military personnel, taking into account the more functionally oriented system that controls personnel management. Our goal under Civilian Force Development is to ensure that as a community we place the right people, with the right technical and leadership skills, in the right positions to support IA.

Civilian Force Development requires that career fields account for the entire civilian workforce. In June 2004, the Force Development Council recognized the IA workforce as a specialized community and mandated the creation of an International Affairs Career Field. This career field is designed to corporately manage IA positions and systematically sustain and develop the IA community. IACF success will be marked by our ability to recruit, educate, train, and retain a workforce with the knowledge, skills, and abilities required to support IA in the 21st century.

Target Audiences

This Communication Plan recognizes five primary audiences that require attention. These are **IA personnel**, **IA supervisors**, **IA mentors**, **IA senior leaders**, and the **broader Air Force community**.

1. **IA personnel** must understand how the career field affects their career development
2. **IA supervisors** will provide career coaching and will have a tremendous impact on how subordinates view the program
3. **IA mentors** should be familiar with the development opportunities available in the IACF
4. **IA senior leaders** must understand IACF alignment with the Air Force Total Force Development construct and communicate their support of IACF throughout their organizations
5. **The broader Air Force community** should have a general understanding of IACF, career field mobility, and career broadening opportunities

Key Messages

Although the delivery method(s) and the target audience may change, the key message remains the same for all stakeholders and will answer the following questions:

- What is IACF?
- Why is the Air Force establishing the IACF?
- What is the timeline for implementation?
- What will change under IACF?
- What will not change under IACF?
- What will the individual, the organization, and the Air Force gain under IACF?
- What should individuals and organizations do to prepare for IACF?

Talking Points

In November 2002, the Secretary of the Air Force and the Chief of Staff of the Air Force announced the Total Force Development construct that provides a new vision for the way we train, educate, and assign our Airmen (military and civilian personnel).

The subsequent Civilian Force Development sight picture, published in May 2003, further defined this vision as it applies to the civilian force. Civilian Force development flows from the same principles that govern programs for our military personnel, taking into account the more functionally oriented system that controls personnel management.

The ultimate goal of Civilian Force Development is to create a civilian workforce that is responsive to requirements and can be managed as an integral part of the Total Force. Currently, there are too many limitations on how we develop civilians to reach this goal.

The Air Force has begun to reshape training, education, and assignment experiences into integrated processes that provide civilian personnel the tools they need to be successful. Opportunities have been created for your growth and development, professional education, advanced academic degrees, broader assignment experiences, and upward mobility.

Our goal under Civilian Force Development is to ensure that as a community we place the right people, with the right technical and leadership skills, in the right positions to support IA.

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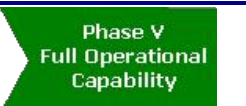
The IACF Development Team conducted two data calls between February and March 2005 to determine which positions are devoted to IA activities 51% of the time or more and are unique to international affairs. Their analysis of the IA workforce initially identified over 300 positions as part of the IACF. As we implement this career field we will constantly monitor IACF position coverage.

The majority of IACF positions are at the GS-12 grade level or higher. Therefore, in order for IACF to sustain itself, related career fields, the PALACE Acquire intern recruitment program, and others sources must feed the program. Additionally, individuals must be able to move in and out of the IACF as their careers progress. Such migration allows for the breadth and depth of experience needed to meet IACF objectives.

With these requirements in mind, we created a vision for the IACF that integrates the IA Certification and Career Development Program, PALACE Acquire intern recruitment program, training and education opportunities, and career broadening opportunities. Together, these components represent the IACF concept.

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IACF initial operations will begin March 2006 and IACF implementation will be conducted in the following phases:

Phase	Date	Primary Activities
 <p>Phase I Initial Operations Preparation</p>	Jan – Mar 2006	<ul style="list-style-type: none"> IACF Program Administrator appointed (GS-13) Draft IACF Charter Establish and develop charters for executive panels (EP)—the Training and Career Development Panel and the Position Management Panel Conduct Development Team (DT) and EP meetings on implementation efforts
 <p>Phase II Commence Initial Operations</p>	Apr – Sep 2006	<ul style="list-style-type: none"> Conduct Road Show Communication Campaign Fill two seed Career Broadening positions Draft and finalize Career Broadening plan Draft and finalize Training and Career development plan Select IACF Administrative Specialist (GS-7) Finalize IACF and EP charters June Policy Council, DT, and EP meetings September DT and EP meetings
 <p>Phase III Enhance IACF Capabilities</p>	Oct 2006 – Mar 2007	<ul style="list-style-type: none"> Begin filling IACF positions through the Career Field Management Team Draft and finalize Palace Acquire (PAQ) development plan Begin PAQ timeline Launch IACF Mentorship Program Oversee and evaluate seed Career Broadeners December 06 Policy Council, DT, and EP meetings March 07 DT and EP meetings
 <p>Phase IV Full Operations Preparation</p>	Apr 2007 – Sep 2007	<ul style="list-style-type: none"> Begin management of training allocation through the Training and Career Development Panel Draft and finalize Development Team Charter – Full operations Finalize PAQ Intern Model June 07 Policy Council, DT, and EP meetings September 07 DT and EP meetings
 <p>Phase V Full Operational Capability</p>	Oct 2007	<ul style="list-style-type: none"> Begin full operational capability

IACF Frequently Asked Questions

What is IACF?

The IACF is designed to corporately manage IA positions and systematically sustain and develop the IA community into the future. IACF will allow the Air Force to recruit, educate, train, and retain a workforce that is able to meet the changing environment within the international arena and the Department of Defense.

Why is the Air Force establishing the IACF?

Civilian Force Development requires that career fields account for the entire civilian workforce. In June 2004, the Force Development council recognized the IA workforce as a specialized community and mandated the creation of an International Affairs Career Field. In addition to Air Force transformation efforts, the Defense Security Cooperation Agency (DSCA) directed the implementation of a number of workforce initiatives beginning in November 2001. These initiatives include the establishment of an IA certification program, opportunities for military and civilian personnel to earn an advanced degree in international affairs, and introduction of interns into the IA workforce.

SAF/IA implemented DSCA's directives in coordination with the Air Force personnel community to ensure that IA activities remain integrated with the Total Force Development construct.

What is the timeline for implementation?

IACF will begin initial operations in March 2006 with career field capabilities implemented in phases until full operational capability is achieved in October 2007. The first task during initial operations entails the placement of an IA Career Program Administrator at the Air Force Personnel Center, Directorate of Civilian Force Management. The program administrator will work with the IACF Development Team to prepare for the official launch of the IACF in October 2007. Some activities related to program launch include developing the IACF charter, preparing to administer position staffing actions, developing training and career development guidelines, and conducting internship recruitment planning.

What will change under IACF?

IACF will corporately manage IA positions. This will ensure that as a community we place the right people, with the right technical and leadership skills, in the right positions to support IA. IACF will incorporate defined development requirements such as Civilian Development Education and the IA Certification and Career Development Program. IACF will also foster career mobility between IACF and other career fields, offer career broadening designed to provide a broad IA experience, mentor the IA workforce to prepare them for the increased responsibilities they will assume as they progress in their careers, and provide the IA community access to a pool of talented IA professionals through the Palace Acquire intern recruitment program.

What will not change under IACF?

IACF will not change our ability to create, advocate, and implement United States Air Force policies and programs to support US national security objectives. However, having the career field in place will allow us to better manage the IA workforce and ensure that we are collectively prepared to meet future mission requirements.

What will the individual, the organization, and the Air Force gain under IACF?

The development of IACF provides numerous benefits for the Air Force IA community. IACF will leverage the existing Air Force career field model and provide deliberate training and education resources to develop IA professionals. IACF will deliver a flexible career development path, increased opportunity for challenging work experiences, and timely, appropriate training and education. Furthermore, IACF will ensure that the Air Force IA community has a cadre of highly trained civilian personnel to execute the future IA mission.

Methods of Communication

This communication plan will put to use a myriad of communication methods to deliver the appropriate message to the target audience. These methods include SAF/IA briefings, base newspapers, mentorship training, Policy Council meetings, IA Programs website, video, road show campaign, and the Workforce Initiatives Newsletter.

Strategies:

Strategy 1: Conduct a thorough information campaign that provides IA Commands, base public affairs officers, and their leadership the products needed to communicate effectively about IACF with personnel.

Strategy 2: Ensure Air Force senior leaders educate commanders on IACF through established internal communication vehicles.

Communication Tactics:

During each phase of IACF implementation, we will use the following outlets to communicate the IACF message:

Phase I, Initial Operations Preparation (Jan – Mar 06)

- Publish IACF Communication Plan
- Distribute IACF Outreach Memorandum
- Develop script for IACF Video
- Workforce Initiatives Winter Newsletter (Feb)

Phase II, Commence Initial Operations (Apr – Sep 06)

- Road Show briefings (Apr/May)
- IACF Video – Mr. Lemkin (Apr)
- Workforce Initiatives Spring Newsletter (Jun/Jul)
- Base newspaper articles (Aug/Sep)

Phase III, Enhance IACF Capabilities (Oct 06 – Mar 07)

- AFNEWS Story on IACF (Oct/Nov)
- Workforce Initiatives Winter Newsletter (Dec/Jan)
- AFNEWS Story (Feb/Mar)

Phase IV, Full Operations Preparation (Apr – Sep 07)

- Aim Points (Apr/May)
- Workforce Initiatives Summer Newsletter (Jun/Jul)
- AFTVNEWS Story follow up story on full operations (Aug/Sep)

Phase V, Full Operational Capability (Oct 07)

- CSAF Sight Picture (Oct 2007)

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Method	Activity	Target Audience	Timeline
SAF/IA Communication	Draft, review, sign, and distribute initial IACF outreach memorandum	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	February 2006
	Coordinate interviews with AF Public Affairs for coverage in AF News, AF Television, local base newspapers, etc.	IA Personnel, IA Supervisors, IA Mentors, IA Senior Leaders, and Broader Air Force Community	March 2006 – October 2007
	Draft, review, sign, and distribute announcement of IACF Palace Acquire (PAQ) internship program, career broadening opportunities, and leadership training	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	October 2007
	Incorporate IACF information into the planned SAF/IA mentorship program	SAF/IA Personnel, Supervisors, Mentors, and Senior Leaders	February 2006
Mentorship Program	Deliver mentorship training and program rollout at SAF/IA, which will include an explanation of how to coach personnel about the IACF program	SAF/IA Personnel, Supervisors, Mentors, and Senior Leaders	February 2006
	Incorporate mentorship program into IACF	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	October 2006
Policy Council Meetings	Provide updates to a representative group of IA senior leaders	IA Senior Leaders	Semiannually

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Method	Activity	Target Audience	Timeline
IA Programs' Website	Modify content to reflect results of IA Policy Council discussion on IACF. Will include a location for users to submit questions and read responses to Frequently Asked Questions (FAQs)	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	Semiannually
	Provide content updates to reflect program implementation progress and ensure that website content remains accurate	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	Monthly
IACF Video	Develop video script and coordinate use of Air Force Television Center facilities		February – March 2006
	Film and edit IACF roll-out/information video		April 2006
	Incorporate video into road show presentation and add video to IA Programs website	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	April – May 2006
Road Show Campaign	Create IACF brochure that will be distributed during road show	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	March 2006
	Coordinate road show delivery times		March 2006
	Prepare road show presentation materials and present content to SAF/IA leadership	SAF/IA Senior Leaders	March – April 2006
	Conduct road show presentations at various locations to include: SAF/IA (Washington, DC); AFSAC and ASC (Wright Patterson AFB); AFSAT (Randolph AFB); WR-ALC (Warner Robins AFB); OC-ALC (Tinker AFB); OO-ALC (Hill AFB); ESC (Hanscom AFB); AAC (Eglin AFB)	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	April – May 2006
Workforce Initiatives Newsletter	Include IACF updates in each IA Workforce Initiatives Newsletter	IA Personnel, IA Supervisors, IA Mentors, and IA Senior Leaders	Quarterly

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